

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, DC 20314-1000

ER 690-1-1203

CEHR-E

Regulation
No. 690-1-1203

1 August 2001

Civilian Personnel
CORPORATE RECRUITMENT AND SELECTION

Supplementation to this regulation is permitted but not required. If supplements are issued, USACE Commanders will provide a copy of their supplement to HQUSACE (CEHR-E), WASH, DC 20314-1000 through chain of command channels.

1. **Purpose.** The purpose of this regulation is to provide guidance which will ensure effective implementation of the U.S. Army Corps of Engineers corporate recruitment and selection policy for GS-15 and Supervisory GS-14 (or equivalent) positions. It includes positions in the Laboratory Demonstration Project. It does not apply to wage grade positions. Commanders may develop policy applicable to Supervisory GS-13 positions by supplementation of this regulation.
2. **Applicability.** This regulation applies to all HQUSACE elements and all USACE commands. Policies and procedures for the selection of attorneys are set forth in DoD Directive 1442.2, AR 690-200, Chapter 213, and the USACE Supplement (Appendix D) to that Army regulation. To the extent that those attorney specific regulations and supplement contain additional or different requirements, the attorney specific regulations and supplement shall control.
3. **Distribution Statement.** Approved for public release; distribution is unlimited.
4. **References.**
 - a. DoD Directive 1442.2, Personnel Actions Involving Civilian Attorneys.
 - b. AR 690-200, Chapter 213, Request for Excepting Positions under Schedule A, B, or C.
 - c. USACE Supplement 1 to AR 690-200, Chapter 213.

This Engineer Regulation supersedes ER 690-1-1203, dated 01 March 2000.

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5. **Responsibilities.**

a. Commanders and directors will be personally involved in determining the recruitment strategy for each GS-15 and Supervisory GS-14 (or equivalent) fill action that is sufficient to ensure a diverse candidate pool.

b. MSC commanders will chair selection panels for all GS-15 positions at the division, district, and field levels.

c. The Director of the Engineer Research and Development Center (ERDC) will chair selection panels for all positions within ERDC in the Director's supervisory chain. The Commander of ERDC will chair selection panels for Pay Band V positions in the Commander's supervisory chain.

d. HQUSACE General Officers and Senior Executive Service (SES) members (principals) will chair selection panels for all GS-15 positions in their organizations. This includes separate field activities such as the Water Resources Support Center, Marine Design Center, Transatlantic Programs Center and U.S. Army Engineering and Support Center, Huntsville.

e. HQUSACE Deputy Chiefs of Staff will chair selection panels for all GS-15 positions at organizations that do not report to a General Officer or SES member at the headquarters and other field activities such as the Humphreys Engineer Center Support Activity (HECSA).

f. Appendix A designates the panel chair for Supervisory GS-14 and equivalent positions.

g. Panel chair will approve, in writing, panel membership, and all criteria, including interview questions, to be used for recruitment and selection.

h. Panel composition must include three members as a minimum. For GS-15 (or equivalent) positions, it must include the chair, the supervisor of the position, and a Senior Executive Service (SES) member from outside the activity where the position is located (e.g., outside the division). For Supervisory GS-14 (or equivalent) positions, it must include the chair, the supervisor of the position, and a GS-15 or military (06 or above) from outside the activity where the position is located (e.g., district or HQ Directorate). The panel chair can approve different members for the ad hoc and interview panels as long as the composition (numbers/grades of member) is retained.

i. Panel chair will ensure that selection panel members reach consensus on the recommendation to the selecting official.

j. The selecting official designated at Appendix A will make the selection.

k. The matrix at Appendix A reflects responsibilities at all levels. These may not be further delegated.

6. **Policy.** This command will look at senior selections from a broad, corporate perspective. The Corps' goal is to consider, select, train, and develop a work force with diverse attributes and talents that will exemplify the competencies required to support the USACE Strategic Plan and meet mission requirements. In this context, the term "diverse" has much broader implications than race and gender; it is intended to describe broad and varied life and work experiences. By requiring significant senior level involvement in this process, the Corps reinforces its core values and the importance of selecting the best person for the job, regardless of the source.

a. Assignments to GS-15 and Supervisory GS-14 (and equivalent) level positions will be made competitively. This applies to positions filled on a permanent or temporary basis, by promotion, reassignment, or change to lower grade. The process described at Appendix B will be used. Exceptions are listed in paragraph g below. All other exceptions require approval of the selecting official (see Appendix A).

b. Commanders and directors will, through command channels, obtain the approval of the selecting official when they object to the qualifications of Priority Placement Program candidates proposed for placement.

c. Personal interviews will be conducted. All members, including the panel chair, will participate in the interview, which may be either in person, by telephone or by VTC. The Gallup Leadership Competency Interview will be used for all candidates who are selected for interviews by the selection panel.

d. All recruitment and selection expenses will be funded by the activity where the position is located (e.g., advertisements, TDY expenses for panel members, including HQUSACE SES, and the Gallup Leadership Competency Interviews).

e. Selections should be forwarded to the selecting official no later than 90 days from the date the referral list is issued. Rationale for delays beyond this period must be provided in the selection package; significant delays may cause the recruitment and selection process to begin again.

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f. Names of recommended candidates will not be released until the selecting official makes a selection. The selecting official may elect to reconvene a panel, or establish a new panel, upon receipt of a selection recommendation that is not clearly supported by the documentation provided.

g. Exceptions to the policy.

(1) Activity commanders and directors may approve filling a position on a non-competitive basis for 120 days as an exception to the policy without the approval of the selecting official. For critical, hard-to-fill vacancies, they may approve consecutive 120-day non-competitive promotions or assignment for consecutive 120-day periods (one 120-day period per individual) until the position can be filled on a permanent basis.

(2) Panel chairs may approve an exception to the policy without approval of the selecting official for one year. Panel chairs may approve a modified recruitment plan. The Gallup Leadership Interviews are not mandatory. The panel chair must ensure that the area of consideration is broad enough to yield three or more candidates. Panel chairs make the selection.

(3) Exceptions over one year require approval of the selecting official. When circumstances exist which justify an exception not covered, submit requests with justification to the selecting official.

(4) Candidates who competed and were selected to formal developmental programs (e.g., Defense Leadership and Management Program) may be given assignments to these positions consistent with their approved Individual Development Plans as an exception.

(5) Individuals may be placed in lieu of reduction-in-force as an exception.

(6) Position upgrades (including attorneys) resulting from accretion of duties or application of a new standard are an exception to the policy.

(7) Position upgrades resulting in non-competitive promotions to the Pay Band IV or V level as a result of application of Factor IV, Research Grade Evaluation Guide, may be processed as an exception to the Corporate Selection Policy.

(8) When circumstances exist which justify a non-competitive promotion, requests for exception with justification will be forwarded to the selecting official. Requests must be personally signed at each command level and submitted to the selecting official for approval.

7. Procedures.

a. Panel chairs must ensure that they carefully review and document the criteria used by the panel to evaluate the candidates referred. Since these candidates have been referred as "best-qualified", selection procedures involving matrices with finite point assignments can be difficult to validate and impossible to defend against challenge. Instead, the selection panel members should rank the referred candidates based on their overall assessment of the candidate's related experience, leadership abilities, awards, education/training, performance appraisals, etc., without assigning points to categories and subcategories. See sample matrix at Appendix C.

b. Interview results, both personal and Leadership Competency Interviews, should not be given sole weight, but should be considered with the results of other information, such as reference checks with current and former supervisors and/or peers. A search on the Personnel Management and Information Support System (PERMISS) section, Recruitment and Placement Program, Candidate Referral and Selection, at the Army web site <http://www.cpol.army.mil> provides useful information and includes some good discussion on inappropriate interview questions and subjects.

8. Appendix D provides a format to be used by the panel chair to forward a recommendation for selection.

FOR THE COMMANDER:

4 Appendices

App A - Recruitment & Selection
Responsibilities

App B - Recruitment Process

App C - Sample Matrix of Panel
Evaluation

App D - Sample Selection Recommendation

ROBERT CREAR

Colonel, Corps of Engineers
Chief of Staff

APPENDIX A

Designation of Responsible Officials for Recruitment and Selection of USACE GS-15 and Supervisory GS-14 (or Equivalent) Positions

Position	Panel Composition (Minimum of Three)	Chair Selection Panel, Approve: Recruitment Strategy, Selection Criteria, Panel Membership	Selecting Official (Approve Exceptions)
GS-15 HQ CW,MP,CC,RE,RD,RM,HR, CI,PR,HNC,TAC,WRSC,	Panel Chair, SES, Supervisor	<i>Director MP, CW, Chief Counsel, CI, HR, PR, RE, RD, RM</i>	<i>Director MP, CW, Ch Counsel; CI, HR, PR, RE, RD, RM</i>
GS-15 HQ SB, HECSA,OTHER	Panel Chair, SES, Supervisor	<i>Deputy Chiefs of Staff for Operations, Support (HQUSACE)</i>	USACE DCG
GS-15 Division/District	Panel Chair, SES, Supervisor	<i>Division Commander</i>	Division Commander
Pay Band V/GS-15 ERDC	Panel Chair, SES, Supervisor	<i>ERDC Director</i>	ERDC Director
Supv GS-14 HQ CEMP	Panel Chair, Supervisor GS-15 Outside MP	Division Chief	Director MP
Supv GS-14 HNC, TAC	Panel Chair, Supervisor GS-15 Outside Activity	Commander/Director	Director MP
Supv GS-14 HQ CECW	Panel Chair, Supervisor GS-15 Outside CW	Division Chief	Director CW
Supv GS-14 WRSC, MDC	Panel Chair, Supervisor GS-15 Outside CW	Director	Director CW
Supv GS-14 All Other HQ (incl HECSA)	Panel Chair, Supervisor GS-15 Outside Activity	Director/ Separate Office Chief	DCS-S/DCS-O
Supv GS-14 Division	Panel Chair, Supervisor GS-15 Outside Division	Division SES / Deputy Commander	Division Commander
Supv GS-14 District	Panel Chair, Supervisor GS-15 Outside District	Commander	Division Commander
Pay Band IV/GS-14 ERDC	Panel Chair, Supervisor GS-15 Outside ERDC	Lab Director	ERDC Director

SEE PARAGRAPH 5g FOR EXCEPTIONS

APPENDIX B

Recruitment Process

B-1. Each USACE activity will determine what outreach efforts are required to ensure that the applicant pool consists of diverse, well-qualified candidates, including minority and women. This must include the personal involvement of the commander or director with the vacancy. It is important to note that decisions made at this stage can dramatically alter the candidate pool from which a selection is made. There are two major areas to increase opportunities for competition: (1) area of consideration (status/non-status) and (2) classification of the position to different occupational series. Accordingly, commanders/directors should ensure their recruitment plans include the following provisions:

a. For permanent actions an area of consideration which includes all status candidates is encouraged. Including non-status candidates when appropriate and when expected to generate well-qualified candidates is also encouraged. Announcements must remain open at least four weeks. Carefully evaluate the area of consideration for positions filled on a temporary basis, particularly for those exceeding 1 year.

b. Commanders/directors should carefully review the classification of the position to ensure that it properly reflects current duties and organizational setting, including all appropriate occupational series.

B-2. For positions covered by the Army Civilian Career Evaluation System (ACCES), activities may need to assist candidates in getting registered in the appropriate central referral inventory. (*This will require considerable "up front" planning to fill these vacancies.*) or obtaining necessary approval to advertise under merit promotion

B-3. Panel chairs are responsible for approving in writing the recruitment strategy, panel composition, and **all** criteria to be used both to develop the best-qualified list and to make the selection.

B-4. Panel chairs are responsible for approving a selection panel comprised of knowledgeable individuals at or above the grade level of the vacancy. Minimal composition for GS-15 (or equivalent) positions

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is the chair, the supervisor of the position, and a SES member; and for Supervisory GS-14 (or equivalent) the chair, the supervisor of the position, and a GS-15/0-6 member outside the activity where the position is located. HR and EEO advisors will participate as observers in an advisory role to the panel. Upon receipt of the referral list, the activity will coordinate with the appropriate chair to convene the panel to review the qualifications of the candidates and determine which candidates to interview. All members, including the panel chair, will participate in the interviews, which may be either in person, telephonic or via VTC. Leadership Competency Interviews will be obtained on all candidates scheduled for a selection panel interview. (Note: some career programs require functional chief involvement in key selections. Army regulatory requirements must be met. Selection or assignment of an attorney requires approval of the Qualifying Authority, the USACE Chief Counsel, prior to finalizing any such action.)

B-5. In the area of panel representation, the following guidance applies:

a. This policy requires an SES member to serve on GS-15 (or equivalent) selection panels. To preclude any perception of bias, SES members must avoid serving as panelists for any position where there could be a perception of favoritism; for example, the SES member's previous assignment was in that division. SES members should discuss questionable situations with the selecting official prior to agreeing to serve.

b. The SES panel member represents the corporate perspective. This member seeks to align selections with the corporate agenda, ensures the process is fair and equitable to all and participates fully in decisions at every step of the selection process. This member does not need to be a subject matter expert and does not focus on technical capabilities to the exclusion of leadership ability. This member must be prepared to discuss panel proceedings with the selecting official, if requested, when the selection package is reviewed.

c. This policy requires a GS-15/0-6 member to serve on Supervisory GS-14 (or equivalent) selection panels. This member must come from outside the activity where the position is located. This will provide an external point of view and help achieve a more corporate focus in the selection process. This individual does not need to be a subject matter expert, but should be knowledgeable about the position requirements.

d. Once the selection panel membership has been established, the panel chair must approve any change in panel membership. The panel chair should clearly document the rationale for this change in the selection package.

e. Once a referral list is issued for a vacancy, the panel chair must ensure that the entire selection panel, including the panel chair, participates fully in all ranking of candidates to determine which candidates will be interviewed. It is not appropriate to delegate this task to a separate panel.

f. The entire selection panel, including the panel chair, must interview the selected candidates together as one panel. It is not appropriate to have some members of the selection panel interview the candidates separately. Interviews can be held in person, by telephone or VTC.

g. The panel chair must ensure that panel members are at or above the grade level of the vacancy. Individuals who may participate in the process who do not meet this criterion must observe only; they must not vote. Also, due to their unique contributions to this process, HR and EEO observers should not vote on panels in which they serve as advisers to the selection panel. This does not preclude HR and EEO officials from serving as voting panel members where they are not designated the HR or EEO adviser.

B-6. Documentation.

a. When higher level approval is required: Once the selection panel has reached a consensus on the recommended candidate and alternates, the panel chair will forward a recommendation to the selecting official in the format prescribed in Appendix D no later than 90 days after the issuance of the referral list. Significant delays require documentation of reasons for the delay and may cause the recruitment and selection process to start again. This recommendation must include a first and second alternate in case the selectee declines the offer. If the selection panel does not recommend an alternate selection, indicate in the package the proposed course of action. The recommendation should include the documentation on the criteria used by the panel, comparison of the candidates and the rationale for the recommendation. If the position has been upgraded, describe circumstances warranting the upgrade and whether it is encumbered. The submission package must provide a discussion of the leadership competencies of the recommended candidate and alternates. Total leadership competency score is the most predictive. Based on the results of the leadership competency interview, describe where candidates fall in the three categories (see below).

b. When the panel chair is the selecting official: If selection is not made within 90 days of issuance of the referral list, reason for the delay will be documented and made part of the selection package available for review. The selection package should include the documentation on the criteria used by the panel, comparison of the candidates and the rationale for the selection. The selection package must provide a discussion of the leadership competencies of the selectee and alternates. Total leadership competency score is the most predictive. Based on the results of the leadership competency interview, describe where candidates fall in the three categories (see below).

(1) - FIRST TIER: Candidates have leadership competence comparable to leadership talents identified in a study of the Corps' best leaders. They should be able to exercise their leadership power and successfully move the organization into the future.

(2) - SECOND TIER: Candidates have some of the leadership competencies identified in the study of the best Corps leaders. They have some potential to drive the organization into the future. However, they are not as powerful as the best of the study group. As a consequence, their impact is likely to be contingent upon how well they fit their particular leadership situation and the support they receive.

(3) - THIRD TIER: Candidates have fewer leadership competencies identified in the study of the best Corps leaders. A move to the next level may not set them up to replicate the successes they are having in their current position. The profile is not a good match based upon the study group.

B-7. The selecting official will notify the appropriate chair of the selectee or will document that selection and return the referral list to the activity where the position is located for further processing.

B-8. The activity is responsible for notifying candidates of the final selection, maintaining the recruitment and selection files and ensuring that the process includes the Civilian Personnel Advisory Center and Civilian Personnel Operations Center representatives at each appropriate step. The activity is also responsible for providing a bio on each approved selection at the GS-15 and Supervisory GS-14 (or equivalent) level to CEHR-E for inclusion in periodic communications. For statistical purpose include with the bio the number of geographical and functional moves, education and date of birth.

APPENDIX C

Sample Matrix of Panel Evaluation

(POSITION TITLE, SERIES & GRADE)

CANDIDATE LIST	Panel Chair Name	Panel Member Name	Panel Member Name	Panel Member Name	Panel Member Name	OVERALL SUM Pre-Interview	INTERVIEW	LEADERSHIP INTERVIEW RANKING	SELECTION PANEL CONSENSUS AFTER INTERVIEWS
APPLICANT 1	10	3	5	9	10	37 (7)	NO		--
APPLICANT 2	1	2	2	1	1	7 (1)	YES	TIER 3	2— First Alternate
APPLICANT 3	2	1	3	2	2	10 (2)	YES	TIER 1	1—SELECT
APPLICANT 4	9	10	9	8	8	44 (10)	NO		--
APPLICANT 5	5	9	10	4	9	37 (7)	NO		--
APPLICANT 6	8	8	7	7	7	37 (7)	NO		Not Ranked Further
APPLICANT 7	4	7	6	6	5	28 (5)	YES	TIER 3	Not Ranked Further
APPLICANT 8	6	5	8	10	6	35 (6)	NO		--
APPLICANT 9	3	4	4	3	3	17 (3)	YES	TIER 2	3— Second Alternate
APPLICANT 10	7	6	1	5	4	23 (4)	YES	TIER 3	Not Ranked Further

MFR: [State process used to determine who was interviewed] For example: “Selection panel members ranked each candidate on their overall assessment of most related experience, leadership abilities, awards, education/training, performance appraisals, etc. (see selection criteria at TAB D). The panel recommended the top 5 for interview, based on the break between scores 28 and 35.”
Or “the panel decided to interview all referred candidates.”

[Show the results of the final ranking after the personal and Leadership Interview.] For example: “The selection panel chaired by [name] identified [number] candidates for personal interviews. After the personal and leadership interviews, the panel unanimously ranked the top three candidates in priority order, as shown. No further ranking was done [you may wish to show ranking from 1 to n]. See TAB A for rationale for selection.”

APPENDIX D

Sample Selection Recommendation

CEXXX-

(DATE)

MEMORANDUM FOR (SELECTING OFFICIAL)

SUBJECT: Recommended Selection for (*Position Title*), GS-(*Series*)-(*Grade*), (*Organization Title*), Referral (*Number*), issued (*Date*)

1. Reference ER 690-1-1203, dated 1 March 2000, subject: Corporate Recruitment and Selection Policy.
2. The purpose of this memo is to provide results of recruitment and recommend selection of (*Title, series, grade, and employing location*) for subject position. For the reasons articulated at TAB A, I recommend that you select (*Name, employment location, series, and grade*) for subject position. My first and second alternates are also at TAB A, as are the applications.
3. As required by referenced ER, I approved the recruitment and selection strategy, including the selection criteria used to develop the referral list. TAB B contains the recruitment strategy. (*If this position has been upgraded describe circumstances warranting the upgrade and whether it is encumbered.*) This position was announced under (*local merit promotion or career referral procedures*) and was open four weeks to federal (*status*) and private sector (*non-status*) candidates. The referral list (TAB C) contained (*number*) status candidates, (*number*) were minorities and (*number*) were women. (*Number*) were from Army; (*Number*) were from outside Army. The OPM Certificate of Eligibles contained (*describe composition*).
4. Upon receipt of the referral list, I chaired a selection panel (TAB D) that used the approved selection criteria (TAB E).

Each member of the selection panel independently evaluated all referred candidates based on available information (e.g, resume, performance appraisals, etc.). We consolidated the names into a list of *(Number)* finalists for further consideration (*explain process for determining break point*). The panel's evaluation is at TAB F.

5. Interviews, selection panel and Leadership Competency Interviews, were offered to *(number)* candidates. The selection panel interviewed the top *(Number)* candidates utilizing the interview questions approved by the chair (TAB E). Names of candidates interviewed and the results of the panel's evaluation are at TAB F. TAB F reflects the consideration given to the non-selected candidates. Based on the records presented, the results of the leadership interview, the responses to the questions asked by the selection panel, and the recommendations of past and present supervisors, we recommend *(Name)*. Our rationale for recommending this individual is at TAB A. (*TAB A must provide a discussion of the leadership of the recommended selectee (and alternates), to include where they fall in the three Leadership Competency categories in comparison with all candidates interviewed.*) Alternate selections have been recommended and are at TAB A. We request approval to move to our first and/or second alternate without prior approval in the case of declinations. (*If alternate selections are not recommended, indicate your recommended course of action.*)

6. The EEO Officer, *(Name, grade, employing activity)*, and HR Officer *(Name, grade, employing activity)* served as observers and advisors concerning the evaluation and selection processes to be used. We believe the processes were very thorough, independent, fair to all applicants, and used job-related criteria to determine the candidates to be interviewed.

7. The POC for additional information is *(Name, location, and telephone number)*.

(SIGNATURE BLOCK OF PANEL CHAIR)

BACKGROUND TABS

- A** **RATIONALE FOR RECOMMENDED SELECTEE &
FIRST & SECOND ALTERNATES** (*Attach records*)

- B** **RECRUITMENT STRATEGY** (*Include vacancy announcements
and position description*)

- C** **COPY OF ANNOTATED REFERRAL LIST(S)**
(*Status and Nonstatus*)

- D** **SELECTION PANEL**
(*Show Name, Rank/Series/Grade, Employing
Activity/Symbol*)

- E** **APPROVED SELECTION CRITERIA**
(*Include all criteria and Interview Questions*)

- F** **MATRIX REFLECTING EVALUATION OF
CANDIDATES BY PANEL**
(*Attach records of remaining candidates
interviewed.*)